



COMMISSION QUARTERLY MEETING

October 15, 2008
Lombardo's Bridie Manor
Oswego, NY

MINUTES

Call to Order

Commission Chair Joseph Callahan called the meeting to order at 10:00 a.m.

Chair Callahan's Opening Remarks

In his opening remarks, Chair Callahan highlighted the fact that the Commission is in a transition. It has built good reputation and networks which will enable it to face current economic and fiscal challenges. He is thankful for opportunity to be the Commission's chair and looks forward to implementing the Preservation and Management Plan, and encouraged increased Commissioner involvement. He recognized Commissioner nominees, Bob McNary of the Empire State Development Corporation and Bob Elliott of the New York State Department of State.

Welcoming Remarks

Mary Vanouse, City of Oswego Community Development Director, on behalf of Mayor Randolph Bateman and the Common Council, officially welcomed the Commission to the city of Oswego.

Attendance

Attendance was taken (see attached) and it was determined that a quorum was present.

Approval of Meeting Minutes

Secretary Alan Vincent called for additions or corrections to the minutes from the annual meeting on June 17, 2008 (available online at www.eriecanalway.org) which had been distributed electronically to the Commission. Commissioner Clinton Brown made a motion to accept the minutes as presented and was seconded by Commissioner Vicky Daly. The motion was approved unanimously.

Budget Report

Treasurer Peter Welsby presented the budget for the period ending September 30, 2008, the final report for FY 2008 (see attached), which had been distributed electronically to the Commission. There was some discussion regarding the distinction between administrative salaries and partner staff. Commissioner Carol Greenough made a motion to accept the year- end 2008 budget as presented and was seconded by Commissioner Tom Grasso. The motion was approved unanimously.

Treasurer Welsby then presented the budget for FY 2009 (see attached) which had been distributed electronically to the Commission. He discussed some of the changes to the

budget and the basis for the total appropriations. He highlighted several line items and projects. There was some discussion regarding the allocation of the funds and the hiring of a new staff member. Commissioner Bob Shibley made a motion to accept the FY 2009 budget as presented and was seconded by Commissioner Clinton Brown. The motion was approved unanimously.

Commission Involvement and Governing

Chair Callahan turned the meeting over to Commissioner Stuart Stein to lead the discussion regarding Commissioner involvement and governing. Commissioner Stein reviewed his experience as a Commissioner since it was established and how the role has changed and what his concerns are for the future, particularly the Commission's role in establishing policies and determining priorities. Discussion turned to the formal establishment of committees. Commissioner Christopher Lindley moved that the creation of the proposed standing committees plus a Budget and Finance Committee (see attached) and appointment of their members by the Commission Chair be approved. The motion was seconded by Commissioner Peter Welsby. Discussion covered specific strategies for Commission involvement at all levels. Motion was approved unanimously. A sign-up sheet was passed for Commissioners to indicate their preferences for committee appointments, with the final decision to be made by Chair Callahan.

Draft Workplan for FY 2009

Executive Director Sciumeca gave a brief overview of the draft workplan for FY 2009 (see attached) and its development process. Chair Callahan pointed out that the workplan can be viewed as a time management budget which the Commission can use to inform its decisions. Comments and discussion included suggestions for amendments of the format and program areas to be further developed.

Erie Canalway Heritage Fund Start-up Plan

Staff member Lori Solomon-Duell presented the start-up plan for the Erie Canalway Heritage Fund (see attached). She reviewed the purpose of the Heritage Fund and explained how the start-up plan was developed. There was brief discussion regarding the hiring of staff for the fund and the anticipated role for Commission committees to coordinate with the fund.

Executive Director's Report

Executive Director Sciumeca highlighted items from the staff report (see attached), including appropriations and pending legislation. She asked staff member Jean Mackay to briefly explain the new website. Other items noted were the new logo, interpretive exhibits installed at Cohoes' Falls View Park, the anticipated journey of the Day Peckinpah as part of the Quadricentennial celebration, the economic impact survey process and the 2008 New York State Canals Conference.

Grant Recipient Presentation – Landmark Society of Western New York

Joan Delaro of the Western Erie Canal Alliance made a brief presentation regarding the project developed by the Landmark Society of Western New York in partnership with the Western Erie Canal Alliance which was funded by Erie Canalway National Heritage Corridor's pilot grant program. The project was an education program with an interpretation element and a hospitality element. The interpretation element was designed

for small museums and was attended by 25 participants. The hospitality program was offered in two sections, one for business owners and one for managers/front line staff. Participation in the hospitality program was much lower, dependent on local support.

Grant Recipient Presentation – Village of Phoenix

Jeanie Gleisner of the Central New York Regional Planning and Development Board gave a slide presentation in her capacity as consultant for the Village of Phoenix's pedestrian access improvement project for Lock Island. She gave some background for the project and her organization's involvement with the Village of Phoenix. The grant-funded project included creation of a trail map and accompanying brochure, design and placement of welcome signs, two interpretive signs and improvements to pedestrian crosswalks.

Heritage Awards Program Update

Commissioner Bob Shibley reviewed the process of the first annual Erie Canalway Heritage Award of Excellence. Applications were made by organizations which were reviewed by an independent jury which then selected four applicants for site visits. This resulted in two awards (Brookfield Renewable Power in Cohoes, and Canal Place Development Corporation in Little Falls), and two honorable mentions (Fort Plain Memorial Library and Historic Palmyra). He recognized the awards committee (Commissioners Vicky Daly, Alan Vincent, Peter Welsby and Judy Schmidt-Dean and representative Sharon Leighton), and the jury (Keith Giles of Greenman-Pedersen, Inc.; David Kay of CARDI, Cornell University; Tania Werbizky of the Preservation League of New York State; Leslie Knauf of Fox Lair Marketing; and Ceres Zabel of the Odyssey School of Fine Arts).

Heritage in Arts Project

Staff member Hannah Blake made a brief slide presentation regarding a pilot project of the Heritage in Arts program which entailed engaging a musician to perform Erie Canal songs at the Chittenango Thruway Plaza stop on the Saturday of the Labor Day weekend. This site was chosen due to its nearness to significant canal sites within the corridor. The slides were photos taken at the event which showed the diverse crowd who engaged with the musician including travelers, vendor staff and Thruway Authority staff.

New York State Canal Corporation Update/Status

Commissioner Carmella Mantello reported current issues affecting the New York State Canal Corporation. Motorized recreational traffic on the canal is down for the season, but commercial shipping increased dramatically. Canoeing and kayaking is also up. Events on the canal increased from 40 to over 200. Fifty-four canal greenway projects are breaking ground this year.

World Canals Conference

Commissioner Tom Grasso reminded the Commission that the World Canals Conference is coming to Rochester in 2010. Goals for the conference include attracting an international audience and speakers and engaging the public in the formal conference proceedings to help with community education. A request for proposal is ready to be issued to hire a fundraiser and a meeting planner. Major partners include the Erie Canalway National Heritage Corridor, New York State Canal Corporation, Canal Society of New York State, Canal New York, and Visit Rochester. The goal for attendance is 500 delegates. He requested a contribution of \$50,000 from the Commission for the conference.

Public Comment

Chair Callahan opened the floor to comments from members of the public. Barbara Sleight stated that she was a volunteer with the economic assessment survey in the summer and wished to express her support and enthusiasm for what the Commission is doing in the Corridor.

Economic Impact Survey

In response to a question from Commissioner Clint Brown, staff member Hannah Blake directed the Commission's attention the Economic Impact Survey handout (see attached) and discussed the project's activity to date.

New Business

Chair Callahan called for items of new business. Commissioner Vicky Daly suggested that now that the Commission has a new logo, that a pin be developed for Commissioners to wear when they are out representing the Commission.

Wrap up and Adjourn

Executive Director Sciumeca requested that the next Commission meeting scheduled for Wednesday, January 14, 2009 be rescheduled for the following week, June 21 and the Commission agreed.

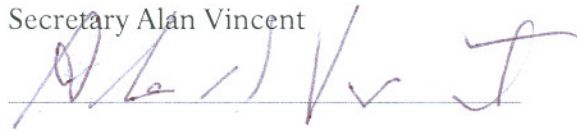
Chair Callahan adjourned the meeting at 1:00 p.m.

Prepared by: Rosemary Button

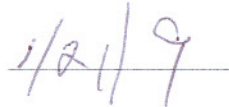
Date: January 7, 2009

Submitted by: Secretary Alan Vincent

Signed:



Date:





**Commission Meeting
Bridie Manor, Oswego, NY
October 15, 2008**

ATTENDANCE

ECNHC Commission Members

Joseph M. Callahan, Chair
Russell S. Andrews, Vice Chair
Alan N. Vincent, Secretary
Peter Welsby, Treasurer
Clinton Brown
Victoria W. Daly
Thomas X. Grasso
Carol Greenough
Lynn B. Herzig
Christopher Lindley
Ken Lynch
Carmella Mantello
Eric Mower
Judith Schmidt-Dean
Robert G. Shibley
Pieter W. Smeenk
Stuart W. Stein

Proxies held for absent Commission members (as needed)

Proxy held by Joseph Callahan for Peter Wiles, Jr.

Liaisons to the Commission

Marcia Kees, NYS OPRHP
Kevin Millington, NYS DOS
Chip Pratt, NYS DA&M

Guests

Sharon Leighton, NYS Canal Corporation
Robert Elliott, NYS Dept. of State
Mary Vanouse, City of Oswego
Bonnie Hays, Historic Palmyra
Joan Delaro, Western Erie Canal Alliance
David Kay, Cornell University
Lela Katzman, Brookfield Renewable Power
Tom Uncher, Brookfield Renewable Power
Laura Flynn, Fort Plain Free Library
Ginny Hill, Fort Plain Free Library

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Guests (cont.)

Keith Giles, Greenman-Pedersen, Inc.
Barbara Sleight, Hostelling International USA
Bob Daly, Village of Palmyra
Mary Ellen Barbeau, Oswego County Tourism
Jeanie Gleisner, Central New York Regional Planning and Development Board
Richard Palmer, Canal Times
Erin Agans, New York State Canal Corporation
Bob McNary, Empire State Development Corporation

ECNHC Staff

Beth Sciumeca, Executive Director
Hannah Blake
Duncan Hay
Lori Duell
Jean Mackay

**Worksheet for
FY 2008 Commission Operations
as of September 30, 2008 - Final Report**

Total Appropriated
\$868,524

Program Area	Budgeted	Expended To Date	Unexpended Balance	% Exp	Comments
BUDGET: \$868,524					
Personnel Services:					
Administrative Salaries/Benefits	\$188,241	\$188,241	\$0	100%	
Partner Staff	\$157,697	\$157,697	\$0	100%	
Administration:					
Travel	\$38,112	\$38,112	\$0	100%	
Mail Management	\$8,517	\$8,517	\$0	100%	
Utilities	\$6,252	\$6,252	\$0	100%	
Public Outreach	\$15,907	\$15,907	\$0	100%	
Supplies & Equipment	\$40,997	\$39,483	\$1,514	96%	
Heritage Alliance Dues	\$2,501	\$2,501	\$0	100%	
Admin Staff Training	\$1,900	\$1,900	\$0	100%	
Audit	\$8,500	\$8,500	\$0	100%	
Congressional Assessment	\$11,520	\$11,520	\$0	100%	
New York State Parks - Office Space Rental	\$6,300	\$6,300	\$0	100%	
Meetings/Workshops:	\$5,655	\$5,655	\$0	100%	
Projects:					
Canal Splash	\$5,000	\$5,000	\$0	100%	
Economic Survey	\$19,992	\$19,992	\$0	100%	
Erie Canalway Heritage Fund-Launch	\$82,000	\$82,000	\$0	100%	
Harpers Ferry Center-Wayside Exhibits	\$38,264	\$38,264	\$0	100%	
Heritage in Arts	\$10,000	\$10,000	\$0	100%	
Management Plan Printing	\$18,528	\$18,528	\$0	100%	
Pier A	\$0	\$0	\$0	0%	
Project Development	\$72,691	\$72,691	\$0	100%	
State Canal Conference	\$5,000	\$5,000	\$0	100%	
Website-Launch	\$24,950	\$24,950	\$0	100%	
HUD Funding	\$100,000	\$0	\$100,000	0%	National Register Listing; Interp Plan; Arts Forum follow-up
Totals	\$868,524	\$767,009	\$101,515	88%	

Notes: \$768,524 FY 2008 Appropriations (Account #1761-685)

- \$100,000 in HUD funding to the "ECNHC Commission in NYS to finalize planning activities for the Commission's comprehensive management plan." The earmark requires that funds must be spent on planning. Funds expire on 12/3/09. Planning projects identified by staff include \$50-\$75K for National Register nomination of canal system; \$10K for Arts Forum follow-up; \$15K for Interpretive Planning
- \$288,000 FHWA - available balance from signage & identity project and is not reflected in this budget. Funding to be used for wayside exhibit plan and exhibit plan for Day Peckinpah. Funds expire 2011
- \$25,000 Donation Account (1761-2004-600): Reimbursement from Brookfield Power for the Lois McClure event. Funds do not expire.
- \$20,000 Challenge Cost Share Program - Heritage Development Conference and Proceedings - NY State Office of Parks, Recreation & Historic Preservation (1761-0804-SCF) (obligated)
- * Project Development: \$5,000 Cycle Erie Canal; \$5,000 Ntl Trails Day; \$11,000 travel; \$10,300 photo contest; \$5,000 Lakes to Locks brochure; \$5,150 Economic Impact Survey; \$4,700 Web hosting; \$5,826 Publication design; \$2,250 Pier A consulting; \$18,465 other services/equip
- Expenditures as of September 30, 2008

Erie Canalway National Heritage Corridor
FY 2008 Expenditures
October 1, 2007 to September 30, 2008

Obj Class	Program Area	Amount Expended
1100	Personnel Compensation	\$146,212.98
1200	Civilian Personnel Benefits	\$42,027.93
	Administrative Salaries & Benefits	\$188,240.91
411C	Partner Staff	\$157,697.00
	Partner Staff	\$157,697.00
211B	Non-foreign Travel Management Center Transaction Fees (agent fees)	\$749.42
211C	Non-foreign Commercial Transportation - Tourist Class	\$6,958.75
211D	Non-foreign Employee Per Diem	\$20,177.80
211I	Non-foreign Other Incidental Expenses	\$2,032.44
211L	Non-foreign Local Travel	\$49.92
211P	Non-foreign POV Mileage Allowance	\$5,456.70
211R	Non-foreign Passenger Vehicle Rental	\$2,309.42
211T	Non-foreign Taxi Fare	\$257.20
212C	Foreign-Commercial Transportation-Tourist Class	\$120.00
	Travel	\$38,111.65
221B	Freight-Other (Federal Express)	\$1,752.56
233G	Postage	\$3,064.62
252R	Contracts-Professional Services (U.S. Postal Services & UPS)	\$3,699.35
	Mail Management	\$8,516.53
233C	Commercial Communications Charges-Local (business telephone line)	\$3,048.20
233E	Wireless Communications (cells phones & WI-FI)	\$3,203.45
	Utilities	\$6,251.65
232B	Rental of Exhibit Spaces	\$151.42
412A	Subsidies, Contributions & Other Aid (memberships/sponsorships)	\$15,755.84
	Public Outreach	\$15,907.26
241A	Printing & Production GPO	\$736.00
257C	Repairs & Maintenance-IT Equipment and Software	\$229.00
257D	Repairs & Maintenance (vehicle)	\$93.98
257L	Maintenance-Voice Communications Equipment	\$777.42
	Office Supplies & Materials (print cartridges, toner, mailing supplies for calendars & annual report, general office supplies)	\$35,171.32
261A	Books	\$241.41
264J	Recurring Reimbursable GSA Special Work	\$15.99
269F	Fuel-Motor Vehicle	\$2,218.06
	Supplies & Equipment	\$39,483.18
252Z	Other Services	\$2,501.42
	Heritage Alliance Dues	\$2,501.42
252S	Tuition	\$1,254.36
252T	Training/Conference Registration Fees	\$645.26
	Admin Staff Training	\$1,899.62

**Erie Canalway National Heritage Corridor
FY 2008 Expenditures
October 1, 2007 to September 30, 2008**

Obj Class	Program Area	Amount Expended
252Z	Other Services	\$8,500.00
	Audit	\$8,500.00
Misc	Congressional Assessments	\$11,520.00
	Congressional Assessments	\$11,520.00
411C	Cooperative Agreements	\$6,300.00
	New York State Parks-Office Space Rental	\$6,300.00
232A	Space Rental-Payment to Others (meetings & retreats)	\$3,181.22
252Z	Other Services (tape recording of Commission meetings)	\$2,473.84
	Meetings/Workshops	\$5,655.06
411C	Canal Splash	\$5,000.00
	Canal Splash	\$5,000.00
252Z	Other Services	\$19,992.00
	Economic Survey	\$19,992.00
	Erie Canalway Heritage Fund	\$82,000.00
	Erie Canalway Heritage Fund	\$82,000.00
Misc	Harpers Ferry Center	\$38,263.82
	FY 2008 Wayside Exhibits	\$38,263.82
252Z	Other Services	\$10,000.00
	Heritage in Arts	\$10,000.00
241A	Printing & Reproduction - GPO	\$18,528.00
	Management Plan Printing	\$18,528.00
251B	Contracts-Information Technology Support Services (web hosting)	\$4,700.50
252E	Real Property Appr/Title Service	\$722.43
252Z	Other Services (graphics, consulting)	\$13,124.09
252Z	Other Services Parks and Trails New York	\$10,400.00
411C	Cooperative Agreements	\$43,744.00
	Project Development	\$72,691.02
	State Canal Conference	\$5,000.00
	State Canal Conference	\$5,000.00
252Z	Other Services	\$24,950.00
	Website Launch	\$24,950.00
	Total Expended as of September 30, 2008	\$767,009.12

Worksheet for
FY 2009 Commission Operations
as of October 1, 2009

Total Appropriated
\$714,819

Program Area	Budgeted	Expended To Date	Unexpended Balance	% Exp	Comments
BUDGET: \$714,819 Estimate based on Continuing Resolution through February 2009 assuming budget level at 80% of FY08 Appropriation of \$768,524 plus \$100K HUD					
Personnel Services:					
Salaries/Benefits	\$332,961	\$0	\$332,961	0%	
Administration:					
Travel	\$40,000	\$0	\$40,000	0%	
Mail Management	\$8,500	\$0	\$8,500	0%	
Utilities	\$6,600	\$0	\$6,600	0%	
Public Outreach	\$10,000	\$0	\$10,000	0%	
Supplies & Equipment	\$30,000	\$0	\$30,000	0%	
Heritage Alliance Dues	\$6,000	\$0	\$6,000	0%	
Admin Staff Training	\$2,500	\$0	\$2,500	0%	
Audit	\$8,800	\$0	\$8,800	0%	
Congressional Assessment	\$9,250	\$0	\$9,250	0%	
New York State Parks - Office Space Rental	\$6,300	\$0	\$6,300	0%	
Meetings/Workshops:	\$5,000	\$0	\$5,000	0%	
Projects:					
Project Development	\$148,908	\$0	\$148,908	0%	
HUD Funding	\$100,000	\$0	\$100,000	0%	National Register Listing; Interp Plan; Arts Forum follow-up; Survey work
Totals	\$714,819	\$0	\$714,819	0%	

- \$100,000 in HUD funding to the "ECNHC Commission in NYS to finalize planning activities for the Commission's comprehensive management plan." The earmark requires that funds must be spent on planning. Funds expire on 12/3/09. Planning projects identified by staff include \$50-\$75K for National Register nomination of canal system; \$10K for Arts Forum follow-up; \$15K for Interpretive Planning

- \$288,000 FHWA - available balance from signage & identity project and is not reflected in this budget. Funding to be used for wayside exhibit plan and exhibit plan for Day Peckinpaugh. Funds expire 2011

- \$25,000 Donation Account (1761-2004-600)

* Project Devel: \$5,000 Canal Splash; \$5,000 Cycling the Erie Canal; \$5,000 National Trails Day; \$10,000 photo contest/calendar; Balance TBD with FY09 workplan

- Expenditures as of October 1, 2008

Erie Canalway National Heritage Corridor
FY 2008 Expenditures
October 1, 2007 to September 30, 2008

Obj Class	Program Area	Amount Expended
1100	Personnel Compensation	\$0.00
1200	Civilian Personnel Benefits	\$0.00
	Administrative Salaries & Benefits	\$0.00
411C	Partner Staff	\$0.00
	Partner Staff	\$0.00
211B	Non-foreign Travel Management Center Transaction Fees (agent fees)	\$0.00
211C	Non-foreign Commercial Transportation - Tourist Class	\$0.00
211D	Non-foreign Employee Per Diem	\$0.00
211I	Non-foreign Other Incidental Expenses	\$0.00
211L	Non-foreign Local Travel	\$0.00
211P	Non-foreign POV Mileage Allowance	\$0.00
211R	Non-foreign Passenger Vehicle Rental	\$0.00
211T	Non-foreign Taxi Fare	\$0.00
212C	Foreign-Commercial Transportation-Tourist Class	\$0.00
	Travel	\$0.00
221B	Freight-Other (Federal Express)	\$0.00
233G	Postage	\$0.00
252R	Contracts-Professional Services (U.S. Postal Services & UPS)	\$0.00
	Mail Management	\$0.00
233C	Commercial Communications Charges-Local (business telephone line)	\$0.00
233E	Wireless Communications (cells phones & WI-FI)	\$0.00
	Utilities	\$0.00
232B	Rental of Exhibit Spaces	\$0.00
412A	Subsidies, Contributions & Other Aid (memberships/sponsorships)	\$0.00
	Public Outreach	\$0.00
241A	Printing & Production GPO	\$0.00
257C	Repairs & Maintenance-IT Equipment and Software	\$0.00
257D	Repairs & Maintenance (vehicle)	\$0.00
257L	Maintenance-Voice Communications Equipment	\$0.00
	Office Supplies & Materials (print cartridges, toner, mailing supplies for calendars & annual report, general office supplies)	\$0.00
261A	Books	\$0.00
264J	Recurring Reimbursable GSA Special Work	\$0.00
269F	Fuel-Motor Vehicle	\$0.00
	Supplies & Equipment	\$0.00
252Z	Other Services	\$0.00
	Heritage Alliance Dues	\$0.00
252S	Tuition	\$0.00
252T	Training/Conference Registration Fees	\$0.00
	Admin Staff Training	\$0.00

Erie Canalway National Heritage Corridor
FY 2008 Expenditures
October 1, 2007 to September 30, 2008

Obj Class	Program Area	Amount Expended
252Z	Other Services	\$0.00
	Audit	\$0.00
Misc	Congressional Assessments	\$0.00
	Congressional Assessments	\$0.00
411C	Cooperative Agreements	\$0.00
	New York State Parks-Office Space Rental	\$0.00
232A	Space Rental-Payment to Others (meetings & retreats)	\$0.00
252Z	Other Services (tape recording of Commission meetings)	\$0.00
	Meetings/Workshops	\$0.00
411C	Canal Splash	\$0.00
	Canal Splash	\$0.00
252Z	Other Services	\$0.00
	Economic Survey	\$0.00
	Erie Canalway Heritage Fund	\$0.00
	Erie Canalway Heritage Fund	\$0.00
Misc	Harpers Ferry Center	\$0.00
	FY 2008 Wayside Exhibits	\$0.00
252Z	Other Services	\$0.00
	Heritage in Arts	\$0.00
241A	Printing & Reproduction - GPO	\$0.00
	Management Plan Printing	\$0.00
251B	Contracts-Information Technology Support Services (web hosting)	\$0.00
252E	Real Property Appr/Title Service	\$0.00
252Z	Other Services (graphics, consulting)	\$0.00
252Z	Other Services Parks and Trails New York	\$0.00
411C	Cooperative Agreements	\$0.00
	Project Development	\$0.00
	State Canal Conference	\$0.00
	State Canal Conference	\$0.00
252Z	Other Services	\$0.00
	Website Launch	\$0.00
	Total Expended as of September 30, 2008	\$0.00

1. Preservation of Historic and Cultural Resources

Staff Lead: New Hire

Goal: The corridor's historic and distinctive sense of place will be widely expressed and consistently protected

Objectives:

- Build public support for preservation
- Protect and enhance the canals and related resources
- Encourage investment in sustainable development
- Help Corridor communities plan for heritage development

Projects:

	Status	Staff
• Erie Canalway Heritage Award of Excellence – compile and publish results from first year and initiate second year	Continuing	Jean
• Canalway Heritage Project: Initiate audio project to record and convey stories that capture the rich heritage of the Corridor	New	Beth
• National Register listing - NYS Barge Canal System	New	Duncan
• On-going Technical Assistance	Continuing	TBD
• Main Street Program Work with Western Erie Canal Alliance and Others	Continuing	Hannah
• Canalway Community Capacity Building Program: Develop a program to provide capacity building assistance to communities that encourages historic preservation and economic revitalization	New	New Hire

2. Conservation of Natural Resources

Staff Lead: None (Jean monitors)

Goal: The corridor's natural resources will reflect the highest standards of environmental quality

Objectives:

- Increase public awareness and support for conservation
- Encourage quality stewardship policies and practices

Projects:

- No programs/projects currently identified/planned

3. Promotion of Recreational Opportunities

Staff Lead: None (Lori monitors)

Goal: The corridor's recreation opportunities will achieve maximum scope and diversity, in harmony with the protection of heritage resources

Objectives:

- Increase access to and diversity of recreational opportunities
- Improve the quality of the Corridor experience
- Enhance connectivity between Corridor resources

Projects:

	Status	Staff
• Canalway Trail Completion: Help secure funding to complete key sections of Canalway Trail	New	Beth
• Launch side trails development imitative Canalway Trail Project	Continuing	Lori

4. Interpretation and Orientation

Staff Lead: Jean and Duncan

Goal: The Corridor's current and future generations of residents and visitors will value and support preservation of its heritage

Objectives:

- Develop A Corridor-wide thematic framework
- Integrate communities and sites into the larger Corridor story
- Improve educational and interpretive programs and media
- Extend awareness and interest beyond Corridor boundaries

Projects:

	Status	Staff
• Day Peckinpaugh – Design & install exhibits & visitor access equip.	Continuing	Duncan
• Complete Graphic Design Stds and facilitate Corridor-wide use	New	Jean
• Day Peckinpaugh Quadricentennial Voyage	New	Duncan
• Outreach to Corridor Communities and Organizations	Continuing	Jean
• Buffalo Harbor Project: Identify potential opportunities for ECNHC presence in Erie Canal Harbor Development	Continuing	Beth
• Long-range interpretive plan for wayside exhibits by ERCA and partner organizations	New	Duncan
• Erie Canal Museum – new building and exhibit plan	Continuing	Duncan
• Launch website with improved interactivity / build public outreach; update NPS website to reflect current status	Continuing	Jean
• Oversee seasonal interpretive guides pgm in Waterford V.C.	Continuing	Jean
• Complete and publicize success of initial demonstration projects and Erie Canalway programs- via annual report, published articles, web, press releases, electronic newsletters	Continuing	Jean
• Manage NPS & Amtrak Trails and Rails Program	Continuing	Lori
• Establish ECNHC as NPS Underground RR Network to Freedom Trail	New	Lori
• Conference Sponsorship and Planning: 2008 NYS Canal Conference, 2009 Western Frontier Conference, 2010 World Canals Conference	Continuing	Duncan
• Pier A: Advance canal boat project at Pier A in NYC	Continuing	Beth

5. Economic Revitalization

Staff Lead: Hannah

Goal: The corridor's economic growth and heritage development will be balanced and self-sustaining

Objectives:

- Harness tourism and development to reinforce sense of place
- Increase local capacity to undertake heritage development
- Establish a unifying Corridor identity of place and quality of life
- Integrate a heritage based perspective into every message

Projects:

	Status	Staff
• Organize ECNHC's (Commissioners and staff) involvement with events and conferences	New	Lori
• Management of FY06/07 Grants Program	Continuing	Hannah
• Develop next phase of Erie Canalway Grants Program	New	New Hire
• Establish Erie Canalway Heritage Fund	Continuing	Lori
• Heritage in Arts Initiative	Continuing	Hannah
• Partners Along the Canal Towpath (PACT) brochure	Continuing	Duncan
• Photo Contest and Calendar	Continuing	Rosemary
• Outreach to Communities and Partners	Continuing	Beth
• Launch Erie Canalway Heritage Fund	Continuing	Beth/Lori

6. Heritage Tourism Development & Marketing

Staff Lead: Lori

Goal: The corridor will be a "must do" travel experience for regional, national, and international visitors

Objectives:

- Attract visitors to maximize economic impact
- Help develop a memorable Corridor tourism product
- Provide coordination and assistance to marketing efforts
- Communicate to stakeholders the benefits of heritage tourism

Projects:

	Status	Staff
• Co-sponsor special events: Canal Splash, PTNY ride, Quad.	Continuing	Jean/Lori
• Interpretive Kit of Parts – audio tour guide Cell Phone Tours	New	Lori
• Complete and distribute initial Corridor-wide tourism materials; Assemble & distribute targeted packages of existing tourism collateral materials Canalway Tourism Web-Travel Guide	New	Lori
• Complete a cultural tourism demonstration project & initiate special events program including canal-wide Heritage Tour Project	New	Lori
• Initiate a signature event canal-wide Kayak Paddle	New	Lori
• Co-sponsor roundtables: Marketing, Recreational Development Canal Tourism/Marketing	New	Lori
• Complete and distribute initial Corridor-wide tourism materials including Unigrid Brochure Distribution	Continuing	Lori
• Economic Impact Survey	Continuing	Hannah

Goals and Objectives from "Manifest for a 21st Century Canalway: Highlights of the Preservation & Management Plan," page 9.

Goal/Objective	No. of Projects/ Programs
Goal – the corridor's historic and distinctive sense of place will be widely expressed and consistently protected	6
Objective – Build public support for preservation	2
Objective – Protect and enhance the canals and related resources	2
Objective – Encourage investment in sustainable development	0
Objective – Help Corridor communities plan for heritage development	2
Goal – the corridor's natural resources will reflect the highest standards of environmental quality	0
Objective – Increase public awareness and support for conservation	0
Objective – Encourage quality stewardship policies and practices	0
Goal – the corridor's recreation opportunities will achieve maximum scope and diversity, in harmony with the protection of heritage resources	2
Objective – Increase access to and diversity of recreational opportunities	2
Objective – Improve the quality of the Corridor experience	0
Objective – Enhance connectivity between Corridor resources	0
Goal – the corridor's current and future generations of residents and visitors will value and support preservation of its heritage	14
Objective – Develop a Corridor-wide thematic framework	2
Objective – Integrate communities and sites into the larger Corridor story	3
Objective – Improve educational and interpretive programs and media	8
Objective – Extend awareness and interest beyond Corridor boundaries	1
Goal – the corridor's economic growth and heritage development will be balanced and self-sustaining	8
Objective – Harness tourism and development to reinforce sense of place	1
Objective – Increase local capacity to undertake heritage development	3
Objective – Establish a unifying Corridor identity of place and quality of life	2
Objective – Integrate a heritage-based perspective into every message	2
Goal – The Corridor Will Be A "Must-Do" Travel Experience For Regional, National and International Visitors	8
Objective – Attract visitors to maximize economic impact	7
Objective – Help develop a memorable Corridor tourism product	0
Objective – Provide coordination and assistance to marketing efforts	0
Objective – Communicate to stakeholders the benefits of heritage tourism	1

PRESERVATION OF HISTORIC AND CULTURAL RESOURCES**STAFF LEAD: NEW HIRE****GOAL – THE CORRIDOR'S HISTORIC AND DISTINCTIVE SENSE OF PLACE WILL BE WIDELY EXPRESSED AND CONSISTENTLY PROTECTED**

Program/Project Description	Results	Stage Priority	StaffLead Key Partners Commissioners	Location	Budget	Other Funding Source
Objective – Build public support for preservation						
Erie Canalway Heritage Award of Excellence - compile and publish results from first year, initiate second year.	# applicants/year, # of articles published, # communities engaged; qualitative: publication of results	Continuing TBD	Jean Mackay None identified All, Award Committee	Corridor wide	TBD	None identified
Canalway Heritage Project: Initiate Canalway audio project to record and convey stories that capture the rich heritage of the Corridor	Erie Canalway web pages with audio clips and photos that capture canalway stories. Plan for coordination with NYS Museum oral history resources.	New TBD	Beth Sciumeca None identified All	Corridor wide	TBD	None identified

Objective – Protect and enhance the canals and related resources

National Register listing - NYS Barge Canal System	National Register District nomination to include 57 lock complexes with powerhouses and support structures, 28 dams, 19 guard gates, 10 shop complexes, 4 drydocks, terminals, spillways, and 524 miles of canal prism on the Erie, Champlain, Cayuga-Seneca,	Continuing TBD	Duncan Hay OPRHP/SHPO All	Corridor wide	TBD	HUD
On-going Technical Assistance	Capacity building for ongoing sustainable stewardship of historic and natural resources; partnership building; resource matching and leveraging; direct field work to inform and strengthen ECNHC's other project work	Continuing TBD	TBD NYS DOS All	Corridor wide	TBD	None identified

Objective – Encourage investment in sustainable development

No programs/projects currently identified/planned.						
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GOAL – THE CORRIDOR'S HISTORIC AND DISTINCTIVE SENSE OF PLACE WILL BE WIDELY EXPRESSED AND CONSISTENTLY PROTECTED (CONT.)

Program/Project Description	Results	Stage Priority	StaffLead Key Partners Commissioners	Location	Budget	Other Funding Source
Objective – Help Corridor communities plan for heritage development						
Main Street Program Work with Western Erie Canal Alliance and Others	Partnership building; technical assistance; economic revitalization; direct field work to inform and strengthen ECNHC's other project work; pilot for possible replication in other parts of Corridor	Continuing TBD	Hannah Blake WECA All	Corridor wide	TBD	None identified
Canalway Community Capacity Building Program: Develop a program to provide capacity building assistance to communities that encourages historic preservation and economic revitalization	A strategic plan for working with partners to provide communities with assistance in preservation planning and economic revitalization.	New TBD	New Hire None identified All	Corridor wide	TBD	None identified

CONSERVATION OF NATURAL RESOURCES**STAFF LEAD:****GOAL – THE CORRIDOR'S NATURAL RESOURCES WILL REFLECT THE HIGHEST STANDARDS OF ENVIRONMENTAL QUALITY****Objective – Increase public awareness and support for conservation**

No programs/projects currently identified/planned.					
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Objective – Encourage quality stewardship policies and practices

No programs/projects currently identified/planned.					
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PROMOTION OF RECREATIONAL OPPORTUNITIES**STAFF LEAD:**

Program/Project Description	Results	Stage Priority	StaffLead Key Partners Commissioners	Location	Budget	Other Funding Source
GOAL – THE CORRIDOR’S RECREATION OPPORTUNITIES WILL ACHIEVE MAXIMUM SCOPE AND DIVERSITY, IN HARMONY WITH THE PROTECTION OF HERITAGE RESOURCES.						

Objective – Increase access to and diversity of recreational opportunities

Canalway Trail Completion: Provide assistance to complete key sections of Canalway Trail	Build support for completing Canalway Trail resulting in new financial resources for trail development.	New (to ECNHC) TBD	Beth Sciumeca Canal Corporation All	Corridor wide	TBD	None identified
Launch side trails development initiative Canalway Trail Project	Develop a trail from Waterford to Whitehall.	Continuing TBD	Lori Duell Canal Corporation All	Champlain corridor	TBD	None identified

Objective – Improve the quality of the Corridor experience

No programs/projects currently identified/planned.						
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Objective – Enhance connectivity between Corridor resources

No programs/projects currently identified/planned.						
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INTERPRETATION AND ORIENTATION**STAFF LEAD:****GOAL – THE CORRIDOR’S CURRENT AND FUTURE GENERATIONS OF RESIDENTS AND VISITORS WILL VALUE AND SUPPORT PRESERVATION OF ITS HERITAGE****Objective – Develop a Corridor-wide thematic framework**

Day Peckinpaugh - Design & install exhibits and visitor access equipment	1. Exhibit panels and banners installed in cargo hold. 2. Stairways and gangways to allow safe visitor access. 3. Portable shoreside exhibits and wayfinding devices	Continuing TBD	Duncan Hay NYSM All	Corridor wide	TBD	TEA grant
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GOAL – THE CORRIDOR’S CURRENT AND FUTURE GENERATIONS OF RESIDENTS AND VISITORS WILL VALUE AND SUPPORT PRESERVATION OF ITS HERITAGE (CONT.)

Program/Project Description	Results	Stage Priority	StaffLead Key Partners Commissioners	Location	Budget	Other Funding Source
Objective – Develop a Corridor-wide thematic framework (cont.)						
Complete Graphic Design Standards and facilitate Corridor-wide distribution and use	organizations using new logo	New TBD	Jean Mackay BBB/Two Twelve All	Corridor wide	TBD	None identified
Objective – Integrate communities and sites into the larger Corridor story						
Continuing: day Peckinpaugh - Quadricentennial Voyage	Voyage to accompany Hudson-Fulton-Champlain Quadricentennial. Ports-of-call concentrated in Champlain Canal Corridor with some on Lake Champlain and the Hudson River.	New TBD	Duncan Hay None identified All	Champlain Canal/Hudson River/Lake Champlain Corridor	TBD	Hudson-Fulton-Champlain Quad
Outreach to Corridor Communities and Organizations to introduce new executive director, build relationships that advance heritage preservation, and integrate communities and sites into larger Corridor.		New TBD	Beth Sciumeca None identified All	Corridor wide	TBD	None identified
Buffalo Harbor Project: Identify potential opportunities for ECNHC presence in Erie Canal Harbor Development	Erie Canal Harbor Development Corp. understands the value of ECNHC and NPS presence at site and identifies opportunities for partnering	Continuing TBD	Beth Sciumeca Erie Canal Harbor Development Corp All	Buffalo	TBD	None identified
Objective – Improve educational and interpretive programs and media						
Long-range interpretive plan for wayside exhibits by ERCA and partner organizations	Guidelines for interpretive signs throughout corridor with examples where development and identity are shared by NPS/ERCA and partner organizations. Priority list and strategy for writing, designing, and installing ERCA waysides over the next 5 yea	New TBD	Duncan Hay Canal Corporation All	Corridor wide	TBD	Federal Highways

GOAL – THE CORRIDOR’S CURRENT AND FUTURE GENERATIONS OF RESIDENTS AND VISITORS WILL VALUE AND SUPPORT PRESERVATION OF ITS HERITAGE (CONT.)

Program/Project Description	Results	Stage Priority	StaffLead Key Partners Commissioners	Location	Budget	Other Funding Source
Objective – Improve educational and interpretive programs and media (cont.)						
Erie Canal Museum – New building & exhibit plan	Assistance with planning and design for facilities and exhibits in newly acquired Water Street building and renovation of ECM and Syracuse Heritage Area exhibits in Weighlock.	Continuing TBD	Duncan Hay <i>None identified</i> All	Syracuse	TBD	TEA grant
Conference Planning – 2008 NYS Canal Conference, 2009 Western Frontier Conference, 2010 World Canals Conference/NYS Canal Conference	Session on new approaches to interpretation at 2008 NYS Canals Conference. Speaker selection and tour lead for 2009 WNYF conference. Session, tour, and local arrangements for WCC 2010.	Continuing TBD	Duncan Hay <i>Canal Society of NYS</i> All	Western NY, Montgomery County	TBD	None identified
Launch website with improved interactivity / build public outreach; update NPS website to reflect current status	website hits, website links (to/from other organizations)	Continuing TBD	Jean Macaky <i>None identified</i> All	Corridor wide	TBD	None identified
Oversee seasonal interpretive guides program in Waterford Visitor Center		Continuing TBD	Jean Mackay <i>None identified</i> All	Waterford	TBD	None identified
Complete and publicize success of initial demonstration projects and Erie Canalway programs- via annual report, published articles, press releases, web, electronic newsletters	# articles written/published, number of readers/subscribers per media outlet	Continuing TBD	Jean Mackay <i>None identified</i> All	Corridor wide	TBD	None identified
Launch seasonal interpretive guides program NPS & Amtrak Trails and Rails Program	Market the Corridor and reach out to international visitors, communities and partners. Ultimately develop a program that can be taken off the train and brought into the communities.	Continuing TBD	Lori Duell <i>Saratoga National Historical Park</i> All	Champlain corridor and Albany to Syracuse	TBD	NPS Trails and Rails allocation and ERCA VIP funding
Establish the Erie Canalway as a NPS Underground Railroad Network to Freedom Trail	Establish relationships with partners who have Underground Railroad stories, collect information, and start to develop projects	New TBD	Lori Duell <i>NPS Network to Freedom</i> All	Corridor wide	TBD	None identified

GOAL – THE CORRIDOR’S CURRENT AND FUTURE GENERATIONS OF RESIDENTS AND VISITORS WILL VALUE AND SUPPORT PRESERVATION OF ITS HERITAGE (CONT.)

Program/Project Description	Results	Stage Priority	StaffLead Key Partners Commissioners	Location	Budget	Other Funding Source
Objective – Extend awareness and interest beyond Corridor boundaries						
Pier A: Advance canal boat project at Pier A in NYC	Next steps identified to advance project including costs to develop planning and design studies	Continuing TBD	Beth Sciumeca None identified All	N/A	TBD	None identified

ECONOMIC REVITALIZATION

STAFF LEAD:

GOAL – THE CORRIDOR’S ECONOMIC GROWTH AND HERITAGE DEVELOPMENT WILL BE BALANCED AND SELF-SUSTAINING

Objective – Harness tourism and development to reinforce sense of place

Organize ERCA's (Commissioners and staff) involvement with events and conferences.	Bring awareness to the Erie Canalway program, organize event calendar, insure coverage at all sponsored events and become for efficient and prepared when determining the events ERCA should attend and (or) sponsor.	New TBD	Lori Duell None identified All	Corridor wide	TBD	None identified
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Objective – Increase local capacity to undertake heritage development

Management of FY06/07 Grants Program	Partnership building with sites and communities; Direct impact on local and regional preservation, education, tourism, and planning projects; capacity building for grant recipients in grant management	Continuing TBD	TBD Canal Corporation Stein, Vincent, Andrews, Greenough, Smeenck	Corridor wide	TBD	None identified
Grants Program: Develop a grants program to support community capacity building program.	Erie Canalway Grants program will be refined to be able to implement annually with adequate administration and technical support. Grant program likely to be announced in FY09	Continuing TBD	TBD None identified All	Corridor wide	TBD	None identified

GOAL – THE CORRIDOR’S ECONOMIC GROWTH AND HERITAGE DEVELOPMENT WILL BE BALANCED AND SELF-SUSTAINING (CONT.)

Program/Project Description	Results	Stage Priority	StaffLead Key Partners Commissioners	Location	Budget	Other Funding Source
Objective – Establish a unifying Corridor identity of place and quality of life						
Heritage-in-Arts Initiative	Economic revitalization, regional marketing and identity strengthening; partnership building	Continuing TBD	Hannah Blake None identified All	Corridor wide	TBD	None identified
Partners Along the Canal Towpath (PACT) brochure	Unigrid style brochure that highlights sites from Richmond Aqueduct and Port Byron to Rome.	Continuing TBD	Duncan Hay PACT All	Central NY – Geneva to Rome	TBD	None identified

Objective – Integrate a heritage-based perspective into every message

Photo Contest & Calendar	Support and awareness of Canalway Corridor increased. Partnerships with communities strengthened.	Continuing TBD	Rosemary Button None identified All	Corridor wide	TBD	None identified
Outreach to Communities and Partners	Builds support for implementaiton of Preservation and Management Plan and identify new partering opportunities with stakeholders.	Continuing TBD	Beth Sciumeca None identified All	Corridor wide	TBD	None identified

TOURISM DEVELOPMENT AND MARKETING**STAFF LEAD:****GOAL – THE CORRIDOR WILL BE A “MUST-DO” TRAVEL EXPERIENCE FOR REGIONAL, NATIONAL AND INTERNATIONAL VISITORS****Objective – Attract visitors to maximize economic impact**

Co-sponsor special events- Canal Splash, PTNY ride, Quadricentennial	# participants, # partner organizations, \$ invested/leveraged	Continuing TBD	Jean Mackay & Lori Duell None identified All	Corridor wide	TBD	None identified
Interpretive Kit of Parts—audio tour guide Cell Phone Tours	Link canal communities to the Corridor experience. 1st year create a pilot project in western NY.	New TBD	Lori Duell Canal Corporation All	Corridor wide	TBD	I Love NY Explore Grant, Sponsorships
Complete and distribute initial Corridor-wide tourism materials & Assemble & distribute targeted packages of existing tourism collateral materials Canalway Tourism Web-Travel Guide		New TBD	Lori Duell Canal New York All	Selected regions	TBD	Partners

GOAL – THE CORRIDOR WILL BE A “MUST-DO” TRAVEL EXPERIENCE FOR REGIONAL, NATIONAL AND INTERNATIONAL VISITORS (CONT.)

Program/Project Description	Results	Stage Priority	StaffLead Key Partners Commissioners	Location	Budget	Other Funding Source
Objective – Attract visitors to maximize economic impact (cont.)						
Complete a cultural tourism demonstration project & Initiate special events program including a signature canal-wide event Heritage Tour Project	To have a region-wide heritage celebration.	New TBD	Lori Duell OPRHP All	Corridor wide	TBD	None identified
Initiate a special events program including a signature canal-wide event (Kayak Paddle)		New TBD	Lori Duell Canal Corporation All	Buffalo to Waterford or Whitehall to Waterford	TBD	Grants and sponsorship money
Co-sponsor roundtables: Marketing, Recreational Development Canal Tourism/Marketing Roundtable	Establish a plan for the Erie Canalway on how to assist communities in promoting their tourism programs and to avoid program duplication	New TBD	Lori Duell Canal Corporation All	Corridor wide	TBD	None identified
Complete and distribute initial Corridor-wide tourism materials Brochure Distribution	Promote the Canalway Corridor. Inform visitors and residents that the NYS Canal System is a designated national heritage corridor.	Continuing TBD	Lori Duell None identified All	Corridor wide	TBD	None identified

Objective – Help develop a memorable Corridor tourism product

No programs/projects currently identified/planned.					
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Objective – Provide coordination and assistance to marketing efforts

No programs/projects currently identified/planned.					
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Objective – Communicate to stakeholders the benefits of heritage tourism

Economic Impact Survey	Partnership building with heritage sites, economic development and tourism groups, and others; baseline understanding of heritage tourism impact; training of site reps. on survey implementation; outreach to academic community both students and faculty; evaluation material for sites staff	Continuing TBD	Hannah Blake NYS Heritage Area Program Herzig, Schmidt-Dean, Wiles	Corridor wide	TBD	None identified
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DRAFT
Erie Canalway Heritage Fund Startup Plan
September, 2008

Summary

The purpose of this document is to create an organizational plan which will serve as a roadmap to assist in the start-up processes for the early development stages of Erie Canalway Heritage Fund (HF). This document is a **suggested** starting point to assist the Heritage Fund Board in making decisions regarding the operational activities of the organization.

The Erie Canalway Heritage Fund is a 501(c)3 organization, organized exclusively for charitable, educational and civic purposes. The Erie Canalway Heritage Fund, Inc. will work in close cooperation with the Erie Canalway National Heritage Corridor Commission to raise funds for projects and programs authorized by the Commission which protect, interpret and enhance the Corridor's nationally significant natural, historic and cultural resources while fostering economic revitalization and improving the quality of life in Corridor communities.

The fund may also serve as the future managing entity for the Erie Canalway National Heritage Corridor and the employer for the Erie Canalway National Heritage Corridor partner staff.

Overview:

- I. Heritage Fund Timeline
- II. Why is the Heritage Fund needed?
- III. Organization and Operations--Framework
 - A. Location
 - B. Board Management
 - C. Board Development and Recruitment
 - D. Council of Community Services of NYS
 - E. Heritage Fund Staff
 - F. Heritage Fund and Erie Canalway NHC partnership—defined
 - G. Fundraising Strategy
- IV. Action Plan

I. Heritage Fund Status

May 2006: Obtained Certificate of Incorporation with NYS Department of State.

June 2007:

- Elected Board of Directors and Officers.
- Approved Bylaws, COI Policy, and Mission Statement.
- Passed Resolution to apply for IRS tax exempt status.
- Opened bank account.

August 2007: Filed 1023 application with the Internal Revenue Service.

December 2007: Received Tax Exempt Status from the Internal Revenue Service.

April 2008: Established a cooperative agreement with the Erie Canalway National Heritage Corridor Commission. Through a task agreement with the Erie Canalway National Heritage Corridor, the Commission obligated \$84,000 to the Heritage Fund.

II. Why is the Heritage Fund Needed?

- Erie Canalway National Heritage Corridor Federal Appropriations are limited. The Heritage Fund was created to provide the Commission and the Erie Canalway National Heritage Corridor program alternative sources of funding which will help to implement the objectives set forth in its *Preservation and Management Plan*.
- It is reasonable to expect that the federal appropriation for the ECNHC will decrease rather than increase over time for a number of reasons. New national heritage areas are designated every year (there are currently 40 compared with 27 when ECNHC was designated) and the total amount of funding for all national heritage areas has not kept pace with this increase. The National Park Service has also made it clear that heritage areas are expected to become self-sustaining over time with an increasing percentage of their budget coming from sources other than their national heritage area appropriation. For these reasons, the Heritage Fund will need to increase in capacity and replace the Commission funding and resources over time
- To overcome restrictions of the Federal Commission and federal funding. For instance:
 - The Heritage Fund will be able reach beyond Corridor boundaries for funding and recruiting board members.
 - There will not be strict NPS guidelines when spending money or allocating funds for a particular project.
 - Ease of hiring professional staff.
- Long term, the Heritage Fund may serve as a new management entity to carry on the work of the Erie Canalway National Heritage Corridor Commission after authorization expires.

III. Organization and Operations--Framework

A. Location--Heritage Fund Office Space

Currently, the Heritage Fund does not have office space.

Its U.S mail address and phone calls are directed to the Erie Canalway National Heritage Corridor offices on Peebles Island in Waterford, NY.

Address: P.O. Box 219, Waterford, NY 12188.

Phone: (518) 237-7000

The Certificate of Incorporation currently states that Heritage Fund offices must be located in Saratoga County, NY.

B. Board Structure

- The number of initial Directors shall be no fewer than three with each Board member holding a three-year term. The initial elected Board of Directors may range from 3 to 15 members and remain in that range until changed by an amendment to the Heritage Fund's Bylaws.
- A majority of the Board of Directors shall reside within the geographic area of the Erie Canalway National Heritage Corridor.
- The board must have a Chair, Vice Chair, Secretary and Treasurer. (*see attached Article III, section 5-8 for board responsibilities*)
- The Board of Directors shall elect Ex-officio Directors, such as Erie Canalway National Heritage Corridor Commissioners, whose public or voluntary service or professional positions significantly support or otherwise impact the mission, programs or processes of the Erie Canalway Heritage Fund, Inc. Ex-officio Directors are limited to no more than one-third of the total Board directorship positions. Ex-officio Directors are voting members of the Board of Directors and may be re-elected for multiple consecutive three-year terms. The Chair of the Erie Canalway National Heritage Corridor Commission shall serve as an Ex-officio Director and the immediate past Chair of the Commission shall serve as an Ex-officio Director for a one-year term.

Heritage Fund Elected Board Members:

William F. Edwards, Chair

EVP.U.S. Shared Services
National Grid
One Metrotech Center
Brooklyn, NY 11201

Eric Mower, Vice Chair

Eric Mower and Associates
500 Plum Street
Syracuse, NY 13204

Joseph M. Callahan, Treasurer

Mackay, Caswell & Callahan, P. C.
103 East Water Street, Suite 203
Syracuse, NY 13202

Kimberly M. Seager, Secretary

Seager Law Office, PLLC
17A Church Street
Phoenix, NY 13135

C. Board Development & Recruitment

1. Board Responsibilities

- Support the mission and objectives of the Heritage Fund.
- Make a personal annual contribution to the Heritage Fund based on individual capability as well as active assistance to identify and encourage others to financially support the Heritage Fund.
- Attend Board and committee meetings; participate and become actively involved meeting discussions.
- Exercise Board responsibilities as stated in the *Erie Canalway Heritage Fund Inc. Bylaws*.
- Take an active role in identifying and recruiting new members.
- Work with Heritage Fund staff to develop and implement a business and fundraising strategic plan.
- Donate one hour to two hours per week to spend on projects, assist with staff support and board strategy, etc.

2. Board Recruitment

Board members (as stated above) must take an active role in identifying and recruiting new Board members. In order for the Heritage Fund to achieve organization excellence, it must make every effort to bring together a team with diverse backgrounds and experiences.

When recruiting Board members, existing directors shall discuss the responsibilities and contributions of time, efforts, and if appropriate, financial support with potential Board candidates. Eventually, it will be advantageous to have a description of Board member's roles, with a statement of duties and a contract that sets forth length of their term, the succession process, and their expected annual and volunteer contribution. In this way, new board members will understand expectations and obligations from the beginning.

Board member criteria:

- Commitment to the Heritage Fund's mission.
- Agree to go through a Board selection process (submit a resume and interview with Chair and at least three board members).
- Willingness to sign a Board member contract.
- Non-profit board experience.
- Connections to business and/or individual community.
- Diverse educational and professional backgrounds as these qualities will benefit and enhance the Board. Examples of experience, but not limited to:

- Accountants
- Attorneys
- CEO's
- Preservation
- Planning
- Past board experience
- Executive directors
- Small business owners
- Retirees with business backgrounds
- Educators
- Historians
- General leadership and negotiating skills.
- Experience setting up and maintaining an organization.
- **Successful record** of board recruitment and fundraising.
- Public speaking experience.

D. The Council of Community Services of NYS Inc. (CCSNYS)—Establish a Professional Relationship.

CCSNYS is a membership based organization which provides a wide range of services for nonprofit organizations. It would benefit the Heritage Fund, until it is a fully operational nonprofit, to have the CCSNYS assist it with bookkeeping, staff payroll and benefits.

CCSNYS also offers a wide range of other services which the Heritage Fund may need to obtain in its early developmental years such as:

- Legal advice
- Board governance
- Fund development planning, training and implementation,
- Strategic planning, etc.

(See attached document for partnership proposal)

E. Heritage Fund Staff

Operations and Fundraising Manager (OFM) Employed ¾ - Full Time

Hiring of the OFM will depend on the 2010-2011 partial funding support from the Erie Canalway National Heritage Corridor Commission--It is expected that the OFM will raise his/her full salary for subsequent years. However, if the Heritage Fund Board deems that the organization is not financially positioned to hire a permanent employee at this time, there is the option of hiring a **freelance consultant**. Hiring a freelance consultant will pose less of a financial risk to the organization. Once a consistent flow of funding exists, then the Heritage Fund could hire the consultant as a permanent employee.

Job Description for the OFM or Consultant OFM:

OFM in conjunction with the Board, CCSNYS, and assistance (if needed) from the Canalway Commission and staff shall oversee the management and operations of the Heritage Fund's fiscal, administrative and fundraising activities. The OFM is also responsible for securing funds from donors, foundations, grants and other sources. Once sufficient funds are obtained, the OFM's position has the potential to become full time.

The OFM, with help from Canalway staff and CCSNYS, will immediately be responsible for the start-up phase of operations including establishing the office and set-up of organizations financial and administrative systems. *Note: This task may be completed before the OFM's appointment. If this is the case, the OFM will be responsible for managing the operations of the Heritage Fund.*

Position Responsibilities Include:

- Research, identify and secure funding to ensure adequate resources are available to permit the organization to carry out its goals and those of the Erie Canalway National Heritage Corridor.
- Develop a budget, establishing a financial data base and work with Commission to file yearly IRS forms.
- Carry out tasks assigned by the Executive Committee and its Chair.
- Develop and implement a business/fundraising comprehensive plan
- Develop a data base of contacts
- Promote active board participation in the organizations mission and work.
- Serve as liaison between board and Erie Canalway Staff and Commission
- Facilitate a close working relationship with Heritage Fund Board and Erie Canalway National Heritage Corridor staff & Commission.

F. Heritage Fund and Erie Canalway Partnership-Defined

Financial Support from Commission

Even though it is expected that the Heritage Fund will become self sufficient over time and will be the fundraising entity for the Erie Canalway National Heritage Corridor program, it will need initial start-up funds in order to sustain its early activities.

To date, the Erie Canalway National Heritage Corridor Commission has allocated \$84,000 for the Heritage Fund's 2009 start-up expenses. For 2010 and beyond, the Commission will need to determine how much and how long it will continue to be a source of funding for the Heritage Fund.

Fundraising

- The Erie Canalway Heritage Fund, the fundraising entity for the Erie Canalway National Heritage Corridor, will provide financial assistance to the Commission in order for the Commission to fulfill its obligation as the responsible federal entity for administering the National Heritage Corridor's legislated programs and activities (*as stated in the Cooperative Agreement*).
- The Heritage Fund OFM shall work closely with the Erie Canalway Commission and staff to identify fundraising priorities that will support Corridor projects. Project priorities should follow the Erie Canalway National Heritage Corridor's Commission approved staff work plan as it relates to the *ECNHC Preservation and Management Plan*.
- The Heritage Fund does not need to seek the Commission's approval to raise funds expressly used for its operational expenses. However, Commission approval is required when the Heritage Fund wishes to initiate a project-specific fundraising campaign (e.g. fundraising for a signature event, grants program or wayside exhibits).
- The Commission does not regulate the conduct of Heritage Fund's fundraising efforts. The fundraising activities which provide donations to the Commission are only appropriate when consistent with the law, mission, goals and policies of the National Park Service and the Department of the Interior. Moreover, the fundraising efforts must also be consistent with the objectives set forth in the Erie Canalway National Heritage Corridor's *Preservation and Management Plan* and fall within the guidelines of the Erie Canalway Heritage Fund and Cooperative Agreement with the Erie Canalway National Heritage Corridor Commission.

Management Entity

- When the Federal Commission is no longer authorized as the legal management entity for the Erie Canalway National Heritage Corridor program, the Heritage Fund will become the managing organization responsible for implementing the Erie Canalway National Heritage Corridor's *Preservation and Management Plan* objectives—while maintaining its initial purpose of raising funds.
- If the Heritage Fund takes over as the managing entity, the board and Heritage Fund board and staff will work with the Commission to insure a smooth transition.
- As soon as the OFM or Erie Canalway staff establishes the relationship with CCSNY or as the Commission and the Heritage Fund Board see fit, then the Commission partnership staff shall eventually become "employees" of the Heritage Fund.

Communication—Heritage Fund, Erie Canalway Commission and Staff

- The Heritage Fund staff and Commission staff will conduct bi-weekly staff meetings to ensure that each organization is informed of the other's projects and priorities.
- The Commission staff will update the Commission on a regular basis (monthly) via email or phone conference regarding its ongoing relationship with the Heritage Fund.
- The OFM will report to Heritage Fund board (monthly board meetings) on its ongoing relationship with the Commission staff.
- The Commission Ex. Committee and Heritage Fund Ex. Committee shall meet quarterly via phone conference or before quarterly Commission meetings to ensure that projects and priorities are following the objectives set forth in the *Erie Canalway National Heritage Corridor Preservation and Management Plan*.

G. Fundraising Strategy

The fundraising plan will list specific steps that the Heritage Fund will take to raise funds. A plan will:

1. Define funding goals.
2. Identify project priorities.
3. Assess resources—identify funding opportunities.
4. Choose fundraising vehicles (e.g. annual campaigns, major gifts, planned gifts or grants)
5. Organize the steps the Heritage Fund will need to follow and to implement to goals within the fundraising plan.

IV. Action Plan:

Key

CCSNY = Council of Community Services of NYS

Commission = Erie Canalway NHC Commission

HF = Heritage Fund

JOINT = HF staff and Board

TASK	ACTIVITY DESCRIPTION	WHO	WHEN
Board Recruitment	Board Member Recruitment-develop marketing and advertising strategy	HF Board	January 2009
	Board Interviewing Process-accept resumes and set up interviewing schedule	JOINT	February 2009
	Board training	JOINT	March 2009
Board Management	Board stewardship	JOINT	Ongoing
	Prepare agenda for board meeting	JOINT	Ongoing
	Organize Board meetings – administrative duties (e.g. send out meeting reminders to Board members, copying documents etc.)	JOINT	Ongoing
Hire Key Staff Immediate: Operations Mgr-Fundraiser (3/4 time-full time)	Hire Operations Mgr.- Fundraiser -advertise position -accept resumes -interview	Existing Board and Commission staff	October 2008
	Ex. Director as full-time employee as a result of his/her fundraising efforts	Board	January 2010
	Steward new hire	Existing Board and Commission staff	Ongoing
	Hire support staff	JOINT	December 2010

TASK	ACTIVITY DESCRIPTION	WHO	WHEN
Management/ Administrative	Set-up office space	Existing Board and Commission staff	November 2008
	Manage relationship with CCSNY	OFM	Ongoing
	Develop organizational and personnel policies	Existing Board and Commission staff with assistance from CCSNY	October 2009
	Establish payroll, budget and other management infrastructure functions	Existing Board and Commission staff with assistance from CCSNY	November 2008
	Prepare preliminary monthly budgets for HF Board review	JOINT	Ongoing
	Annual filing with the NYS Charities Bureau	CCNY?, Board and OFM	February 2009
	Manage Cooperative Agreements	OFM	Ongoing
	Canalway partnership staff employed through HF	CCSNY, OFM, and Canalway staff	January 2009 or 2010
Communications	All communication with the press	JOINT and Canalway staff	Ongoing
	Print stationary	JOINT and Canalway Commission & staff	February 2009
	Develop logo	JOINT and Canalway Commission & Staff.	November 2009
	Create website	JOINT and Canalway staff	January 2010--complete
Fundraising	Develop fundraising strategy/plan	JOINT and Canalway staff	January 2009
	Create and manage fundraising database	OFM	Ongoing



Staff Report, October 2008

Budget and Appropriations

FY 2009 Continuing Resolution – The President signed a continuing resolution on 9/30/08 that extends funding for government operations through March 6, 2009. Generally a continuing resolution allocates funding at around the previous fiscal year's appropriation. We are still awaiting guidance from the National Park Service in this regard and in the meantime we are estimating a budget at 80% of last year's appropriation.

FY 2009 Annual Appropriation – The NPS is continuing to explore different criteria to use to allocate the total National Heritage Area budget among all heritage areas. Although it is not clear whether these criteria will be applied to FY 2009 or FY 2010, NPS is still likely to develop a three tier approach with Tier 1 allocating a set amount for new areas Tier 2 allocating a larger amount for established areas with a stability factor and Tier 3 in which a portion of the total amount (possibly up to 30%) distributed using performance-based criteria. In general the reaction from national heritage areas is negative about this allocation method because 1) It promotes competition among the heritage areas and 2) the heritage area program overall is extremely under-funded and heritage areas will be forced to compete for fewer dollars. Support for performance criteria would be greater if heritage areas were adequately funded overall. 3) Heritage Areas are quite different from one another so applying general criteria that apply equally to all areas does not seem like the best way to determine how well each area performs. We are working with the Alliance of National Heritage Areas and directly with the NPS to provide input on this methodology.

FY2008 Spending – September was extremely busy obligating the remainder of our FY 08 Appropriation. Mary Cunningham, now at Saratoga Battlefield, still carries the biggest burden in this process, but much more fell to our staff this year than in years past without Mary on our staff. NPS Northeast Region has also established much stricter requirements for year-end close out that made this year's process more difficult than usual.

New Contract for ECNHC Audit – We found out in August of this year that we needed to issue a solicitation for a new contract to provide us with auditing services. Pete Welsby provided us with language to use in a solicitation and we were able to award a three-year contract to Beard Miller Company (the firm that has performed our audit in prior years) to continue to conduct our annual audit.

Commission and Staff

Technical Changes to ERCA's authorizing legislation – ERCA has several important corrections to our legislation (including an extension of our authorization from 2010 to 2015) included in the 96 bill omnibus public lands bill (S 3213). This bill has not passed yet, but it is possible Congress will take this up again after the elections. If it does not pass, we will need to introduce a new bill in the next Congress.

Commissioner Appointments – The White House and Department of Interior have cleared five of the six names forwarded by the Governor's office for consideration for ERCA's Commission. The names are currently waiting for sign-off by the Secretary of the Interior.

Staff Retreat – Erie Canalway staff held a retreat in August in the Mohawk Valley to step back from day-to-day work and reflect on how best to achieve the goals and objectives of our Preservation and Management Plan. Joe Callahan joined the staff for a portion of the retreat to provide his perspective on the future direction of the program. The retreat was extremely productive and resulted in several recommendations – including development of a workplan based on Management Plan goals - that have been forwarded to commissioners for review.

Seasonal Rangers – Ryan Steining joined our staff again for the summer season working full time in the Visitor Center. Brittney Hunt joined us part time and was an excellent addition to our staff. Both Ryan and Brittney developed and conducted educational programs they provided to the public at the visitor center, bringing more vitality to our eastern gateway to the Corridor. We hope to bring both of them back again next year.

Outreach, Interpretation and Orientation

Outreach and Communications

New Website Launched! – We launched our new website on October 11th. It has an entirely new look, it's user-friendly and loaded with new content. We envision it as a resource not only for us, but for our partners, communities and visitors. It promotes history, recreation and tourism and we are very excited about what it will do for our program.

Erie Canalway Heritage Award of Excellence – We are recognizing the winners of our first annual Heritage Award of Excellence today. Commissioners and staff as well as our panel of judges worked together to make this first experience extremely successful. We received a small number of very interesting and compelling applications. We look forward to continuing the program next year.

2008 Photo Contest – We received 433 photographs from 124 photographers from five states! Again, we received several stunning images and we are now working on the 2009 Erie Canalway calendar.

New Erie Canalway Logo – We have a new logo for the Erie Canalway National Heritage Corridor. This completes a project started during the Management Planning process with our contractor Beyer, Blinder, Belle and subcontractor Two Twelve. The logo will help us to establish a unified graphic identity for the Corridor.

Interpretation

Falls View Park Opens in Cohoes - Ten interpretive exhibits prepared by Erie Canalway and Harpers Ferry Center were unveiled as part of the opening celebration of Falls View Park, which overlooks the 75-foot Cohoes Falls—the second largest waterfall in the state, which has been inaccessible for nearly 100 years. Officials from Brookfield Renewable Power and the City of Cohoes joined local, state, federal (including Erie Canalway staff and Commission Chairman), and county representatives for a ribbon cutting to unveil the new Falls View Park on August 21.

Guy Park Wayside Exhibit – ECNHC and Harpers Ferry finalized the wayside exhibits at Guy Park Manor in Amsterdam. Erie Canalway had taken the lead to coordinate the efforts of NYS OPRHP, Mohawk Valley Heritage Corridor, and Erie Canalway to produce cohesive signage for the site.

Erie Canalway and Canal Corporation Panel – Work will begin shortly to develop a joint panel that describes the NYS Canal Corporation and the Erie Canalway National Heritage Corridor. This panel would be installed at various locations along the canal to provide an overview of the programs, the Corridor, and the canal system.

Planning underway for 2009 Quadricentennial Voyage of the Day Peckinpaugh – Erie Canalway NHC, the NYS Museum, and the NYS Canal Corporation will begin planning efforts to send the Day Peckinpaugh into the Champlain Canal and beyond as part of the Hudson- Fulton- Champlain Quadricentennial celebrations next year. The budget for this project comes from funding that Congressman Hinchey secured for the Quad celebrations.

Economic Revitalization and Heritage Tourism

Canal Splash! (August 8-10) – Erie Canalway NHC co-sponsored another successful Canal Splash event with NYS Canal Corporation. The weekend of festivities included more than 100 events throughout the Corridor designed to celebrate the history, culture, recreational appeal and beauty of the NYS Canal System and Erie Canalway Trail. Erie Canalway the promotional brochure for this year's celebration.

Music on the Thruway - The Erie Canalway's Heritage-in-Arts initiative sponsored musician Paul Swiatek to perform traditional Erie Canal songs on Labor Day weekend at the Chittenango Travel Plaza #34 of the New York State Thruway. The music called attention to the many historic, cultural, and recreational assets of the Erie Canalway, accessible from the Thruway.

Economic Impact Survey – Work continues on the Economic Impact Survey. Participation among Corridor sites has been lower than expected, but we will collect enough surveys to be statistically valid and to provide us with useful information about visitor spending. We would like to schedule a meeting within the next few weeks to discuss the work to date.

Erie Canalway Heritage Fund – Lori Duell applied her degree and experience in nonprofit management and consulted with several experts to prepare a Start-Up plan for the Erie Canalway Heritage Fund. We will continue to work with Commissioners and Directors to finalize the plan and make key decisions about staff hiring for the Fund and coordination between programs.

Conferences and Speaking Engagements

World Canals Conference – Duncan Hay presented a paper at the 2008 World Canals Conference in Kingston, Ontario, during the week of September 15. Participation in this conference will be instructive for Erie Canalway as a major sponsor of the 2010 World Canals Conference that will take place in Rochester.

2008 NYS Canal Conference – Erie Canalway NHC co-sponsored this year's successful NYS Canal Conference with nearly 200 people in attendance. Erie Canalway Commissioners and staff spoke at the NYS Canal Conference held on Grand Island October 5-7. Several Commissioners also attended the conference.